

MEMORANDUM FOR: Assistant Director for Central Reference

THROUGH: Executive Director  
Deputy Director (Intelligence)

SUBJECT: Industrial Register - Morale and Command

1. This memorandum is primarily for your information but does contain two recommendations for action in paragraph 11 which I hope may prove helpful. I am aware that our inspector discussed with you during our survey most of the following information. I am also aware that at that time you seemed cognizant of much of the problem existing in your Industrial Register and had specifically pointed out [redacted]

[redacted] nevertheless, I thought you might find useful, in considering possible additional future action, a summary of the various aspects pertaining to morale and command in IR as reported to us in the course of our inspection.

2. The inspectors were generally impressed with the high morale and leadership in OCR and its components. In spite of the Office's somewhat negative reputation as a massive filing cabinet, the inspectors found that many employees find their work challenging. The most perceptive of them see the vital role the Office plays and frankly gain personal satisfaction from their own participation in this vital role. One bright, young analyst aptly referred to this as "psychic income."

3. It is recognized, however, that any office designed as a central reference facility must, by its very nature, include routine in large proportions. To keep the routine from becoming monotonous and boring is a challenge to leadership.

4. Whereas it was the exception to find an analyst in other components who wished to leave OCR at any cost, it was the rule in the Industrial Register. Most IR analysts reported to the inspector that their supervisors do not really know what they are doing, and many believe that they do not really care. [redacted]

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Approved For Release 2004/08/25 : CIA-RDP67-00134R000100050025-7

Approved For Release 2004/08/25 : CIA-RDP67-00134R000100050025-7

11. In light of the foregoing, it is recommended:

[Redacted]

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b. that the Chief of the Industrial Register be required to enforce uniform rules of professional conduct within his unit.

[Redacted]

ILLEGIB

J. S. Eamon  
Inspector General

Attachment

O/IG/[Redacted] vgd 7 Aug 63

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